

Review of activities

## 5. Building an agile, responsive and efficient university operation

UQ is committed to ensuring that our operations and professional services are responsive to the needs of the University, built on a One UQ approach that drives service improvements and creates efficiencies—particularly in the student administration area. Streamlining and automating business processes, and building professional, advisory and technical skills in our workforce are key priorities.

### 5.1 Proactively build the capacity and capability of our workforce to achieve our strategic goals.

#### Enhancing UQ policies and procedures

With the aim of better governance and improved discipline on strategic and operational matters, by year's end the majority of UQ governance policies and a significant number of operational and research policies had been reviewed and updated to enable clarity of objectives, roles, responsibilities and accountabilities. This review also extended to teaching and learning policies as part of the Program Architecture 2 Project.

being done to further develop the tool to cover secondary employment and sensitive research. An effective disclosure and management of interest framework will benefit staff and the University in aligning individual choices with the public good.

#### Code for responsible conduct of research

UQ conducted a major review of internal policy and procedures to align its Responsible Conduct of Research Policy, and associated procedures, with the 2018 Australian Code for the Responsible Conduct of Research and its accompanying investigation guide.

#### Class timetabling

In 2019, Allocate+ (used in more than 20 universities across Australia and New Zealand) was selected to replace UQ's existing Class Sign-on functionality. A decision was also made to switch to a preference-based allocation model for class sign-on, moving away from the existing 'first-in-first-served' model. To accommodate Allocate+ and the new allocation model, current structures and processes will be reviewed. The replacement system should improve the student experience significantly.

#### Conflict of Interest

At UQ, we are committed to upholding the highest ethical standards in relation to integrity, transparency and accountability. In accordance with these values, in 2019 the University built and successfully piloted a Conflict of Interest online disclosure tool that staff will be required to complete in early 2020. The new policy and procedures enable supervisors to have a clear line of sight to effectively manage one of the University's significant risks. Work is now

▶ Related initiatives for 5.1	
1.2 Student Strategy	pg 17
1.3 UQ2U blended learning	pg 19
1.6 Program Architecture 2	pg 19
2.1 Research infrastructure	pg 20

### 5.2 Enhance IT governance to ensure that UQ's information technology aligns with the University's strategy and priorities, appropriately considers risk and provides maximum value.

#### IT governance

During the year, Information Technology (IT) governance at UQ was enhanced through:

- the development of key Enterprise Architecture Services and the IT Change Management Framework: both will support IT investment initiatives in delivering identified benefits
- the identification of key IT investment portfolios supported by a strategic vision that aligns to UQ priorities, and an investment roadmap that will deliver on the IT Strategy
- the publication of new IT Policies and Procedures, including the identification of UQ's Information Stewards and Custodians: the new policies and procedures will reduce UQ's risk position and ensure UQ is able to leverage its information assets for value creation
- further development of IT project management practices with the inclusion of new tools and templates. UQ created and hosted project manager forums providing valuable learnings for all attendees, as well as having more than 60 project managers attend the new formal IT project manager induction training that will help ensure best practice is being applied to all IT projects at the University

- the 2019 Cyber Security Improvement Program, which delivered the following controls and artefacts that have reduced UQ's risk position to cyber threats:
  - cyber security awareness and training
  - multi-factor authentication for all UQ employees
  - a computer hard drive encryption proof of concept and subsequent rollout
  - an endpoint security upgrade
  - the commencement of new firewalls (to be completed in 2020)
  - the commencement of a new data protection capability (to be completed in 2020)
  - security incident event monitoring
  - a software application security assessment and enhancements to the application security standard
  - enhancements to the Cyber Security Framework including:
    - a Cyber Security Travel Standard
    - a Network Controls Standard
    - a Secure Software Development Standard
    - third-party risk management.

Vice-Chancellor and President Peter Høj, AC was a member of the federal government's University Foreign Interference Taskforce Steering Group and Chief Information Office Rob Moffatt, AM was on its Cybersecurity Working Group.

▶ Related initiative for 5.2	
3.4 CX program	pg 25

### 5.3 Simplify, streamline, standardise and automate administrative process and work flows across the University.

#### Accounts payable and accounts receivable automation (APARA)

The APARA project's primary objective is to centralise, standardise, streamline and automate Accounts Payable and Accounts Receivable processes at UQ. In 2019, an optical character recognition (OCR) system was implemented, which enabled automatic invoice payments and an opportunity to future streamline and improve business processes. Work is now focused on optimising and resolving operational issues in order to leverage the benefits of this new technology platform.

#### Contract and grants financial management

Following recommendations made to improve the more than 35 processes involved in contract research and grants financial management, a new streamlined process went live on 1 July 2019. The new process complements the new Research budget management system, MyBalance,

implemented in late 2018. Work is also well underway to review the policies, procedures and related processes for consultancies and secondary employment.

#### HR transformation

Human Resources is currently redesigning how it supports UQ, with the aim of making it easier to find HR information online, and to find the right person to talk to at the right time. In addition, staff prepared for the 2020 implementation of a world-class HR system, Human Capital Management Solution (HCMS), that will support all aspects of the employee life cycle. HCMS will replace manual or paper-based activities with simplified and automated workflows for quicker and more consistent service delivery. Other benefits expected include:

- simplified business processing and authorisations; reduced manual processes with minimal duplication; an easily accessible, improved user interface; and a comprehensive, single and accurate view of employees
- high-quality, trusted data supplied in real time
- support for a high-performance culture and future growth, promoting a diverse culture and enabling employees to take control of their career pathways through consistency of recruitment, on-boarding and staff development, and direct access for individuals and leaders to the right information to perform in their role.

#### Research Management Business Transformation program

The Research Management Business Transformation program is an interconnected set of initiatives enabling UQ to retain and build on its competitive positioning in research and research training into the next decade. This is a long-term initiative spanning eight major business functions—HDR training, research partnerships, research funding management, research ethics and compliance, research integrity, research infrastructure, research data management, and research performance monitoring.

In 2019, the Non-Traditional Research Outputs project, Candidature Management System project, ORCID project and the Impact Tracker pilot were completed, with benefits realisation underway. Ongoing projects include Digital Research Notebooks, Research Infrastructure Management System, Research Management System, Research Data Manager, and Policy Review.

▶ Related initiatives for 5.3	
2.1 Research infrastructure	pg 20
6.5 Major procurement contracts	pg 33



Trying out the new UQ Spaces app.

### 5.4 Review our delivery model for student services and administration to maximise effectiveness and efficiency and enhance the student experience.

#### Location analytics

Following the guidelines set by the Space Optimisation Working Group, a set of tools and dashboards was created to better manage the use of the University's physical spaces. To date, the dashboards, mainly focused on teaching spaces, have been well received and continue to improve accuracy and extend into other space types such as laboratory use. This tied in with the new Space Management Policy that was drafted during the year and which is currently in consultation phase. Its aim is to develop and implement best practice office space policy.

#### UQ Spaces

UQ Spaces, an online app designed to help students find study spaces near them or their next class, began development phase mid-year. Students were asked to try the prototype and to give feedback on its look, feel and usability.

#### Student administration

The UniTask student administration project continued to make progress in enhancing business processes for students. To December 2019, the project team had delivered 18 digitised forms (15 processes and three processes with multiple versions) and 14 significant system enhancements, including Extension of Assessment Due Date, Extend Studies and New Confirmation of Enrolment, Removal of Financial Liability, Student Fee Refund, and Change of Personal Details. More than 62,000 student submissions have been received.

▶ Related initiatives for 5.4	
1.1 Entrepreneurship Strategy	pg 16
1.5 Student Hub	pg 18
1.5 St Lucia campus facilities	pg 18
1.7 Program Architecture 2	pg 19
3.1 HDR administration	pg 24
3.4 CX program	pg 25
4.2 Child care	pg 27

## Key performance indicators Agile operations

### Improved internal collaboration

Proportion of staff who agree there is good communication across all sections of UQ<sup>1</sup>

	2011	2015	2019 <sup>2</sup>
Per cent	32.0	30.0	32.0

Proportion of staff who agree there is cooperation between different sections of UQ<sup>1</sup>

	2011	2015	2019 <sup>3</sup>
Per cent	39.0	37.0	40.0

<sup>1</sup> Source: The Voice survey.

<sup>2</sup> Average Voice results for all Australian and New Zealand Universities is 30 per cent.

<sup>3</sup> Average Voice results for all Australian and New Zealand Universities is 38 per cent.